CANADA SCHOOL OF PUBLIC SERVICE

FINANCIAL STATEMENTS

(Unaudited)

For the year ended March 31, 2015

Statement of Management Responsibility Including Internal Control Over Financial Reporting

Responsibility for the integrity and objectivity of the accompanying financial statements for the year ended March 31, 2015, and all information contained in these statements rests with the management of the Canada School of Public Service (the School). These financial statements have been prepared by management using the Government's accounting policies, which are based on Canadian public sector accounting standards.

Management is responsible for the integrity and objectivity of the information in these financial statements. Some of the information in the financial statements is based on management's best estimates and judgement and gives due consideration to materiality. To fulfill its accounting and reporting responsibilities, management maintains a set of accounts that provides a centralized record of the School's financial transactions. Financial information submitted in the preparation of the *Public Accounts of Canada* and included in the School's Departmental Performance Report is consistent with these financial statements.

Management is also responsible for maintaining an effective system of internal control over financial reporting (ICFR) designed to provide reasonable assurance that financial information is reliable, that assets are safeguarded and that transactions are properly authorized and recorded in accordance with the *Financial Administration Act*, the *Canada School of Public Service Act* and other applicable legislation, regulations, authorities and policies.

Management seeks to ensure the objectivity and integrity of data in its financial statements through careful selection, training and development of qualified staff; through organizational arrangements that provide appropriate divisions of responsibility; through communication programs aimed at ensuring that regulations, policies, standards, and managerial authorities are understood throughout the School and through conducting an annual risk-based assessment of the effectiveness of the system of ICFR.

The system of ICFR is designed to mitigate risks to a reasonable level based on an ongoing process to identify key risks, to assess effectiveness of associated key controls and to make any necessary adjustments.

The School is subject to periodic Core Control Audits performed by the Office of the Comptroller General (OCG) and uses the results of such audits to comply with the Treasury Board Policy on Internal Control.

A Core Control Audit was performed in 2014–2015 by the OCG. The Audit Report and related Management Action Plan are posted on the School's Web site.

The financial statements of the School have not been audited.

Original signed by:

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Danielle May-Cuconato
A/Deputy Minister/President
Chief Financial Officer

Ottawa, Canada
August 17, 2015

Statement of Financial Position (Unaudited)

As at March 31 (in thousands of dollars)	2015	2014
Liabilities		
Accounts payable and accrued liabilities (note 4)	**11,060**	6,827
Vacation pay and compensatory leave	**2,678**	2,629
Employee future benefits (note 5)	**3,989**	2,462
Other liabilities	**5**	35
Total liabilities	**17,732**	11,953
Financial assets		
Due from the Consolidated Revenue Fund	**9,657**	5,674
Accounts receivable and advances (note 6)	**1,160**	1,187
Total financial assets	**10,817**	6,861
Departmental net debt	**6,915**	5,092
Non-financial assets		
Prepaid expenses	**673**	375
Tangible capital assets (note 7)	**3,224**	2,796
Total non-financial assets	**3,897**	3,171
Departmental net financial position	**(3,018)**	(1,921)

Contractual obligations (note 8)

The accompanying notes form an integral part of the financial statements.

Original signed by:

Danielle May-Cuconato
A/Deputy Minister/President
Chief Financial Officer

Ottawa, Canada
August 17, 2015

Statement of Operations and Departmental Net Financial Position (Unaudited)

For the year ended March 31 (in thousands of dollars)	Planned Results 2015	2015	2014
Expenses			
Foundational Learning	**54,546**	**47,521**	47,532
Organizational Leadership Development	**11,948**	**9,343**	9,063
Public Sector Management Innovation	**10,610**	**13,899**	9,367
Internal Services	**27,988**	**30,255**	30,437
Total expenses	**105,092**	**101,018**	96,399
Revenues			
Sales of goods and services	**40,000**	**31,477**	41,086
Other revenues	**-**	**5**	5
Total revenues	**40,000**	**31,482**	41,091
Net cost of operations before government funding and transfers	**65,092**	**69,536**	55,308
Government funding and transfers			
Net cash provided by Government		**52,428**	44,133
Change in due from Consolidated Revenue Fund		**3,983**	(421)
Services provided without charge by other government departments (note 9)		**13,784**	13,941
Transfer of the transition payments for implementing salary payments in arrears (note 10)		**(1,756)**	-
Net cost (revenue) of operations after government funding and transfers		**1,097**	(2,345)
Departmental net financial position – Beginning of year		**(1,921)**	(4,266)
Departmental net financial position – End of year		**(3,018)**	(1,921)

Segmented information (note 11)

The accompanying notes form an integral part of the financial statements.

Statement of Change in Departmental Net Debt (Unaudited)

For the year ended March 31 (in thousands of dollars)	2015	2014
Net cost (revenue) of operations after government funding and transfers	**1,097**	(2,345)
Change due to tangible capital assets		
Acquisition of tangible capital assets	**2,486**	973
Amortization of tangible capital assets	**(2,036)**	(1,794)
Gain (loss) on disposal of tangible capital assets, including adjustments	**(12)**	-
Proceeds from disposal of tangible capital assets	**(10)**	-
Total change due to tangible capital assets	**428**	(821)
Change due to prepaid expenses	**298**	101
Net increase (decrease) in departmental net debt	**1,823**	(3,065)
Departmental net debt – Beginning of year	**5,092**	8,157
Departmental net debt – End of year	**6,915**	5,092

The accompanying notes form an integral part of the financial statements.

Statement of Cash Flows (Unaudited)

For the year ended March 31 (in thousands of dollars)	2015	2014
Operating activities		
Net cost of operations before government funding and transfers	**69,536**	55,308
Non-cash items		
Amortization of tangible capital assets (note 7)	**(2,036)**	(1,794)
Gain (loss) on disposal of tangible capital assets	**(12)**	-
Services provided without charge by other government departments (note 9)	**(13,784)**	(13,941)
Transition payments for implementing salary payments in arrears (note 10)	**1,756**	-
Variations in Statement of Financial Position		
Increase (decrease) in accounts receivable and accountable advances	**(27)**	(719)
Increase (decrease) in prepaid expenses	**298**	101
Decrease (increase) in accounts payable and accrued liabilities	**(4,233)**	504
Decrease (increase) in vacation pay and compensatory leave	**(49)**	207
Decrease (increase) in employee future benefits	**(1,527)**	3,520
Decrease (increase) in other liabilities	**30**	(26)
Cash used in operating activities	**49,952**	43,160
Capital investing activities		
Acquisitions of tangible capital assets (note 7)	**2,486**	973
Proceeds from disposal of tangible capital assets	**(10)**	-
Cash used in capital investing activities	**2,476**	973
Net cash provided by Government of Canada	**52,428**	44,133

The accompanying notes form an integral part of the financial statements.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

1. Authority and objectives

On April 1, 2004, amendments to the *Canadian Centre for Management Development Act* were proclaimed and the organization was renamed the Canada School of Public Service (the School). The amended legislation, now entitled the *Canada School of Public Service Act*, continues and expands the mandate of the former organization as a departmental corporation. The School reports to the President of the Treasury Board.

The School has a single strategic outcome: "Public servants have the common knowledge and the leadership and management competencies they require to fulfill their responsibilities in serving Canadians." Four programs support this strategic outcome:

Foundational Learning

Organizational Leadership Development

Public Sector Management Innovation

Internal Services

The School was created to ensure that all employees of the Public Service of Canada have the required competencies and common knowledge to serve Canadians in the most efficient and effective way possible. To achieve this goal, the School continues to offer a strong, consistent curriculum that focuses on the key skills and knowledge required by a dynamic public service that must constantly adapt to the needs of its stakeholders and Canadians.

2. Summary of significant accounting policies

These financial statements have been prepared using the Government's accounting policies stated below, which are based on Canadian public sector accounting standards. The presentation and results using the stated accounting policies do not result in any significant differences from Canadian public sector accounting standards.

Significant accounting policies are as follows:

(a) Parliamentary authorities

The School is financed primarily by the Government of Canada through parliamentary authorities. Financial reporting of authorities provided to the School do not parallel financial reporting according to generally accepted accounting principles since authorities are primarily based on cash flow requirements. Consequently, items recognized in the Statement of Operations and Departmental Net Financial Position and in the Statement of Financial Position are not necessarily the same as those provided through authorities from Parliament. Note 3 provides a reconciliation between the bases of reporting. The planned results amounts in the "Expenses" and "Revenues" sections of the Statement of Operations and Departmental Net Financial Positions are the amounts reported in the Future-oriented Statement of Operations included in the *2014-15 Report on Plans and Priorities*. Planned results are not presented in the "Government funding and transfers" section of the Statement of Operations and Departmental Net Financial Position and in the Statement of Change in Departmental Net Debt because these amounts were not included in the *2014-15 Report on Plans and Priorities*.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

2. Summary of significant accounting policies (Continued)

(b) Net cash provided by Government

The School operates within the Consolidated Revenue Fund (CRF), which is administered by the Receiver General for Canada. All cash received by the School is deposited to the CRF, and all cash disbursements made by the School are paid from the CRF. The net cash provided by Government is the difference between all cash receipts and all cash disbursements, including transactions between departments of the Government.

(c) Due from or to the CRF

Amounts due from or to the CRF are the result of timing differences at year-end between when a transaction affects authorities and when it is processed through the CRF. Amounts due from the CRF represent the net amount of cash that the School is entitled to draw from the CRF without further authorities to discharge its liabilities.

(d) Revenues

Revenues are accounted for in the period in which the underlying transaction or event occurred that gave rise to the revenues.

(e) Expenses

Expenses are recorded on the accrual basis:

- ✓ Vacation pay and compensatory leave are accrued as the benefits are earned by employees under their respective terms of employment.
- ✓ Services provided without charge by other government departments for accommodation and employer contributions to the health and dental insurance plans are recorded as operating expenses at their estimated cost.

(f) Employee future benefits

- ✓ **Pension benefits:** Eligible employees participate in the Public Service Pension Plan, a multiemployer pension plan administered by the Government of Canada. The School's contributions to the Plan are charged to expenses in the year incurred and represent the total departmental obligation to the Plan. The School's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.
- ✓ **Severance benefits:** Employees entitled to severance benefits under labour contracts or conditions of employment earn these benefits as services necessary to earn them are rendered. The obligation relating to the benefits earned by employees is calculated using information derived from the results of the actuarially determined liability for employee severance benefits for the Government as a whole.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

2. Summary of significant accounting policies (Continued)

(g) Accounts receivable and advances

Accounts receivable and advances are stated at the lower of cost or net recoverable value. A valuation allowance is recorded for receivables where recovery is considered uncertain.

(h) Tangible capital assets

All tangible capital assets and leasehold improvements having an initial cost of $5,000 or more are recorded at their acquisition cost. The School does not capitalize intangibles, works of art and historical treasures that have cultural, aesthetic or historical value, assets located on Indian Reserves and museum collections.

Amortization of tangible capital assets is calculated on a straight-line basis over the estimated useful life of the assets as follows:

Asset class	Amortization period
Machinery and Equipment	5-10 years
Other Equipment (including furniture)	5-12 years
Informatics Hardware	3-5 years
Software (including developed software)	3-5 years
Motor Vehicles	4 years
Leasehold Improvements	2-10 years

Assets under construction are recorded in the applicable capital asset class in the year that they become available for use and are not amortized until they become available for use.

(i) Measurement uncertainty

The preparation of these financial statements requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenues and expenses reported in the financial statements. At the time of preparation of these statements, management believes the estimates and assumptions to be reasonable. The most significant items where estimates are used are the allowance for doubtful accounts, the liability for employee future benefits and the useful life of tangible capital assets. Actual results could significantly differ from those estimated. Management's estimates are reviewed periodically, and as adjustments become necessary, they are recorded in the financial statements in the year they become known.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

3. Parliamentary authorities

The School receives most of its funding through annual parliamentary authorities. Items recognized in the Statement of Operations and Departmental Net Financial Position and the Statement of Financial Position in one year may be funded through parliamentary authorities in prior, current or future years. Accordingly, the School has different net results of operations for the year on a government funding basis than on an accrual accounting basis. The differences are reconciled in the following tables:

(a) Reconciliation of net cost of operations to current year authorities used

(in thousands of dollars)	2015	2014
Net cost of operations before government funding and transfers	**69,536**	55,308
Adjustments for items affecting net cost of operations but not affecting authorities		
Revenues	**31,482**	41,091
Services provided without charge by other government departments	**(13,784)**	(13,941)
Decrease (increase) in employee future benefits	**(1,527)**	3,520
Amortization of tangible capital assets	**(2,036)**	(1,794)
Gain (loss) on disposal of tangible capital assets	**(12)**	-
Prior year adjustments	**143**	575
Decrease (increase) in vacation pay and compensatory leave	**(49)**	144
Other	**216**	(1,215)
Total adjustments for items affecting net cost of operations but not affecting authorities	**14,433**	28,380
Adjustments for items not affecting net cost of operations but affecting authorities		
Acquisition of tangible capital assets (note 7)	**2,486**	973
Transition payments for implementing salary payments in arrears (note 10)	**1,756**	-
Increase (decrease) in prepaid expenses	**298**	101
Total adjustments for items not affecting net cost of operations but affecting authorities	**4,540**	1,074
Current year authorities used	**88,509**	84,762

Notes to the Financial Statements (Unaudited)

For the year ended March 31

3. Parliamentary authorities (Continued)

(b) Authorities provided and used

(in thousands of dollars)	2015	2014
Authorities provided		
Vote 1 – Program expenditures	**42,349**	45,980
Less		
Lapsed authorities	**(4,416)**	(3,159)
Total authorities used	**37,933**	42,821
Statutory authorities		
Spending of revenues pursuant to subsection 18(2) of the *Canada School of Public Service Act*	**42,278**	33,245
Contributions to employee benefits plan	**8,280**	8,683
Spending of proceeds from the disposal of surplus Crown assets	**18**	13
Total statutory authorities used	**50,576**	41,941
Current year authorities used	**88,509**	84,762

4. Accounts payable and accrued liabilities

The following table presents details of the School's accounts payable and accrued liabilities:

(in thousands of dollars)	2015	2014
Accounts payable – Other government departments and agencies	**4,053**	3,309
Accounts payable – External parties	**2,593**	650
Total accounts payable	**6,646**	3,959
Accrued liabilities	**4,414**	2,868
Total accounts payable and accrued liabilities	**11,060**	6,827

Notes to the Financial Statements (Unaudited)

For the year ended March 31

5. Employee future benefits

(a) Pension benefits

The School's employees participate in the public service pension plan (the Plan), which is sponsored and administered by the Government of Canada. Pension benefits accrue up to a maximum period of 35 years at a rate of 2 percent per year of pensionable service times the average of the best five consecutive years of earnings. The benefits are integrated with the Canada/Québec Pension Plan benefits, and they are indexed to inflation.

Both the employees and the School contribute to the cost of the Plan. Due to the amendment of the *Public Service Superannuation Act* following the implementation of provisions related to Economic Action Plan 2012, employee contributors have been divided into two groups – Group 1 consists of existing plan members as of December 31, 2012 and Group 2 consists of members joining the Plan as of January 1, 2013. Each group has a distinct contribution rate.

The 2014–2015 expense amounts to $5.7 million ($6.1 million in 2013–2014). For Group 1 members, the expense represents approximately 1.41 times (1.6 times in 2013–2014) the employee contributions and, for Group 2 members, approximately 1.39 times (1.5 times in 2013–2014) the employee contributions.

The School's responsibility with regard to the Plan is limited to its contributions. Actuarial surpluses or deficiencies are recognized in the financial statements of the Government of Canada, as the Plan's sponsor.

(b) Severance benefits

The School provides severance benefits to its employees based on eligibility, years of service and salary at termination of employment. These severance benefits are not pre-funded. Benefits will be paid from future authorities.

As part of collective agreement negotiations with certain employee groups, and changes to conditions of employment for executives and certain non-represented employees, the accumulation of severance benefits under the employee severance pay program ceased for these employees commencing in fiscal year 2011–2012. Employees subject to these changes have been given the option to be immediately paid the full or partial value of benefits earned to date or to collect the full or remaining value of benefits on termination from the public service. These changes have been reflected in the calculation of the outstanding severance benefit obligation. Information about the severance benefits, measured as at March 31, is as follows:

(in thousands of dollars)	2015	2014
Accrued benefit obligation – beginning of year	**2,462**	5,982
Expense for the year	**2,323**	143
Benefits paid during the year	**(796)**	(3,663)
Accrued benefit obligation – end of year	**3,989**	2,462

Notes to the Financial Statements (Unaudited)

For the year ended March 31

6. Accounts receivable and advances

The following table presents details of the School's accounts receivable and advances balances:

(in thousands of dollars)	2015	2014
Receivables – Other government departments and agencies	**703**	426
Receivables – External parties	**504**	782
Employee advances	**11**	16
Subtotal	**1,218**	1,224
Allowance for doubtful accounts on receivables from external parties	**(58)**	(37)
Accounts receivable and advances	**1,160**	1,187

Notes to the Financial Statements (Unaudited)

For the year ended March 31

7. Tangible capital assets

	(in thousands of dollars)											
	Cost					Accumulated amortization					Net book value	
Capital asset class	Opening balance	Acquisitions	Adjustments	Disposals and write-offs	Closing balance	Opening balance	Amortization	Adjustments	Disposals and write-offs	Closing balance	2015	2014
Machinery and equipment	1,131	791	-	(26)	1,896	1,061	30	-	(26)	1,065	831	70
Other equipment (including furniture)	156	31	-	(13)	174	102	9	-	(6)	105	69	54
Informatics hardware	250	94	-	-	344	162	51	-	-	213	131	88
Software (including developed software)	8,588	-	1,058	(5)	9,641	6,587	1,825	-	-	8,412	1,229	2,001
Motor vehicles	51	-	-	(25)	26	16	7	-	(16)	7	19	35
Leasehold improvements	975	-	646	(1)	1,620	561	114	-	-	675	945	414
Assets under construction	134	1,570	(1,704)	-	-	-	-	-	-	-	-	134
Total	11,285	2,486	-	(70)	13,701	8,489	2,036	-	(48)	10,477	3,224	2,796

The adjustments represent assets under construction of $1,704,000 that were transferred to the other categories upon completion of the assets.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

8. Contractual obligations

The nature of the School's activities can result in some large multi-year contracts and obligations whereby the School will be obligated to make future payments when the services/goods are received. Significant contractual obligations that can be reasonably estimated are summarized as follows:

(in thousands of dollars)	Operating leases
2016	1,125
2017	353
2018	214
2019	75
2020 and thereafter	-
Total contractual obligations	**1,767**

9. Related party transactions

The School is related as a result of common ownership to all government departments, agencies, and Crown corporations. The School enters into transactions with these entities in the normal course of business and on normal trade terms.

(a) Common services provided without charge by other government departments

During the year, the School received services without charge from certain common service organizations related to accommodation and the employer's contribution to the health and dental insurance plans. These services provided without charge have been recorded in the School's Statement of Operations and Departmental Net Financial Position as follows:

(in thousands of dollars)	2015	2014
Accommodation	**9,307**	9,403
Employer's contribution to the health and dental insurance plans	**4,477**	4,538
Total common services provided without charge from other government departments	**13,784**	13,941

The Government has centralized some of its administrative activities for efficiency, cost-effectiveness and economic delivery of programs to the public. As a result, the Government uses central agencies and common service organizations so that one department performs services for all other departments and agencies without charge. The costs of these services, such as payroll and cheque issuance services provided by Public Works and Government Services Canada, are not included in the School's Statement of Operations and Departmental Net Financial Position.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

9. Related party transactions (Continued)

(b) Other transactions with related parties

(in thousands of dollars)	2015	2014
Expenses – Other government departments and agencies	**24,119**	20,576
Revenues – Other government departments and agencies	**30,498**	39,464

Expenses and revenues disclosed in (b) exclude common services provided without charge, which are already disclosed in (a).

10. Transfer of the transition payments for implementing salary payments in arrears

The Government of Canada implemented salary payments in arrears in 2014–2015. As a result, a one-time payment was issued to employees and will be recovered from them in the future. The transition to salary payments in arrears forms part of the transformation initiative that replaces the pay system and also streamlines and modernizes the pay processes. This change to the pay system had no impact on the expenses of the School. However, it did result in the use of additional spending authorities by the School. Prior to year end, the transition payments for implementing salary payments in arrears were transferred to a central account administered by Public Works and Government Services Canada, which is responsible for the administration of the Government pay system.

Notes to the Financial Statements (Unaudited)

For the year ended March 31

11. Segmented information

Presentation by segment is based on the School's Program Alignment Architecture. The presentation by segment is based on the same accounting policies as described in the Summary of significant policies in note 2. The following table presents the expenses incurred and revenues generated for the main program activities, by major object of expense and by major type of revenue. The segment results for the period are as follows:

(in thousands of dollars)	Foundational Learning	Organizational Leadership Development	Public Sector Management Innovation	Internal Services	2015	2014
Operating expenses						
Salaries and employee benefits	31,034	6,572	10,111	20,325	**68,042**	64,693
Professional and special services	7,392	1,193	1,462	4,183	**14,230**	14,701
Rental of accommodation and equipment	4,894	1,040	1,620	3,444	**10,998**	11,276
Transportation and telecommunications	1,066	81	215	262	**1,624**	1,765
Utilities, materials and supplies	230	15	30	176	**451**	459
Small equipment and parts	653	131	201	1,174	**2,159**	827
Printing and publishing	491	22	111	157	**781**	626
Amortization of tangible capital assets	1,471	238	73	254	**2,036**	1,794
Repair and maintenance	282	50	76	267	**675**	90
Other operating expenses	8	1	-	1	**10**	168
Loss on disposal of tangible capital assets	-	-	-	12	**12**	-
Total expenses	47,521	9,343	13,899	30,255	**101,018**	96,399
Revenues						
Sales of goods and services	25,747	4,218	1,301	211	**31,477**	41,086
Other revenues	-	-	-	5	**5**	5
Total revenues	25,747	4,218	1,301	216	**31,482**	41,091
Net cost of operations before government funding and transfers	**21,774**	**5,125**	**12,598**	**30,039**	**69,536**	55,308